2025

Revised Strategic Plan 2025 - 2035

City of Clarence

City of Clarence pays respect to all First Peoples, including the Mumirimina (mu mee ree mee nah) of the Oyster Bay Nation whose unceded lands, skies and waterways we are privileged to conduct our business on. We pay respect to Elders past and present and we acknowledge the survival and deep spiritual connection of the Tasmanian Aboriginal People to their Country and culture; a connection that has endured since the beginning of time.

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Our Values

Our people matter

- We value clear and open communication
- We support and encourage each other
- We respect diversity
- We recognise individual needs, experience and strengths

Our community

- We take pride in our work and pursue a standard of excellence
- We genuinely listen and value collaborative relationships
- We strive towards the best outcome for our community
- We make responsible and sustainable decisions

Our open mind

- We actively seek opportunities to continuously improve
- We respect and explore different ideas and perspectives
- We embrace change that leads to positive outcomes
- We value innovation and creativity

Our safety

- We show care for people and look out for one another
- We speak up and support others to be healthy and safe
- We take personal responsibility for our own health and wellbeing
- We value work-life balance

Our environment

- We care for and protect our natural and built environments, including the coastal, bushland and rural landscapes that make Clarence unique.
- We make choices that support sustainability, resilience and long-term wellbeing for our community.
- We act on climate change through thoughtful planning, collaboration and everyday practice.
- We use our resources wisely and work with our community to adapt to a changing environment, safeguarding Clarence for future generations.

Our Purpose

- To appropriately provide for the health, safety and welfare of the community
- To represent the interests of the community
- To provide for the peace, order and good governance of the municipal area

Our Vision

Clarence - a vibrant, prosperous, sustainable city

Our Mission

To respond to the needs of the community through a commitment to excellence in leadership, advocacy, best practice governance and service delivery.

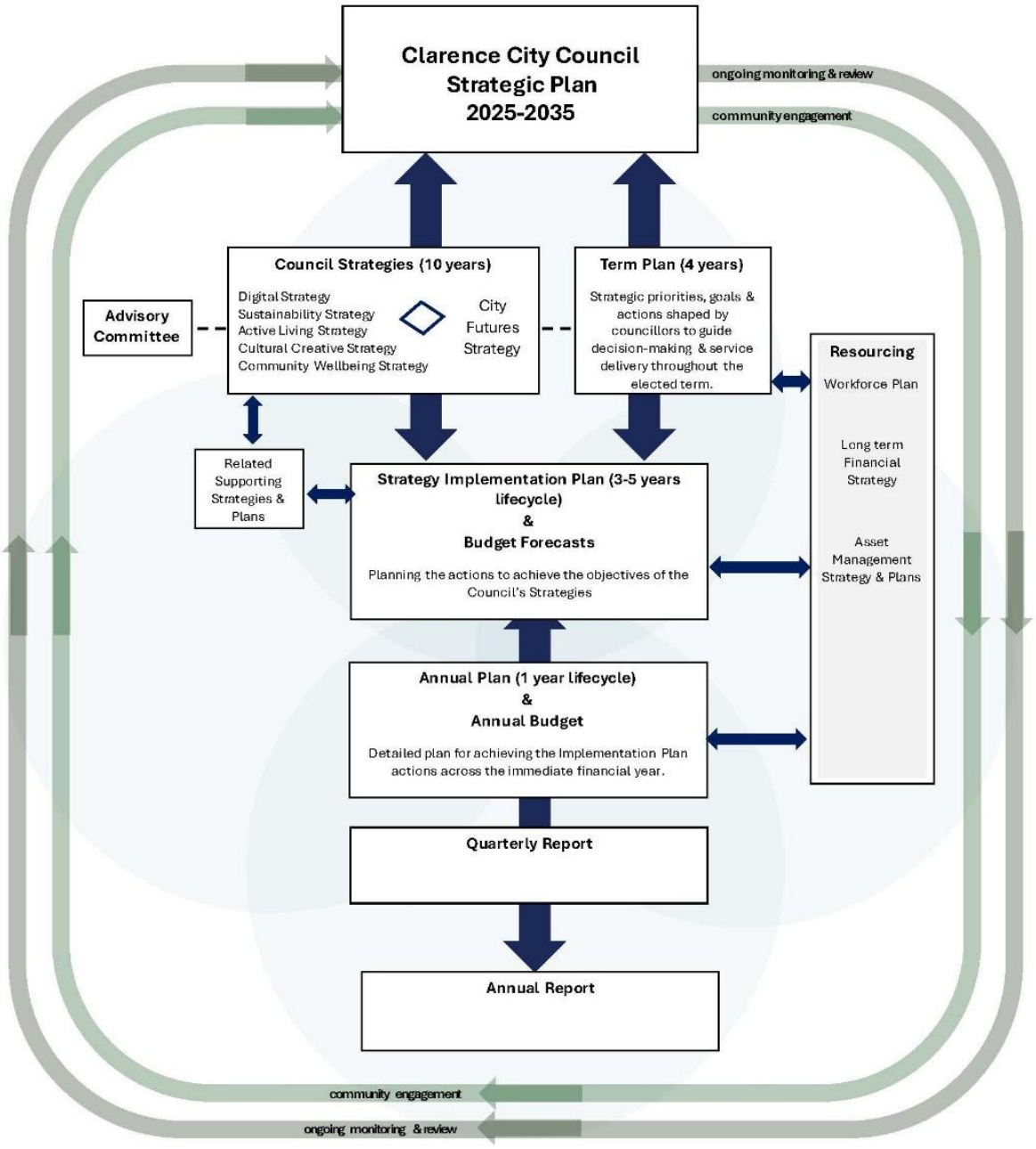
Our Community Wellbeing Priorities

City of Clarence's Strategic Plan sets out our long-term direction for improving community wellbeing, recognising the social, cultural, environmental and organisational factors that contribute to a vibrant, prosperous and sustainable city.

Our focus on community wellbeing is expressed through four interconnected strategic pillars that guide how Council will enhance quality of life and long-term prosperity over the next ten years. Each pillar identifies key outcomes that describe the long-term changes we are working towards. These outcomes are supported by detailed strategies and implementation plans and are reflected in Council's Annual Plan, ensuring our work is aligned, measurable and responsive to the needs and aspirations of our community.

Our Strategic Planning Framework

Clarence's Strategic Planning Framework provides a structured approach to setting long-term goals, identifying priority areas and guiding Council decision-making. It links the community's vision with strategic pillars and outcome statements in the Strategic Plan and outlines the pathway to developing implementation plans through to reporting ensuring council actions are coordinated, measurable and responsive to evolving needs.



Our Strategic Pillars

Clarence's Strategic Plan is anchored by four strategic pillars. Each pillar is supported by targeted strategies that translate the community's vision into clear priorities, guiding council action and investment toward a vibrant, prosperous, sustainable city. The pillars support and strengthen each other, working together to achieve shared goals and deliver outcomes that matter to our community.

Pillar 1 – Strategy and Delivery

A council that plans strategically, delivers effectively and works for its community

Council leads with integrity and serves with purpose. Through strong governance, innovation, collaboration and alignment with broader strategies, we work with our community and partners to deliver long-term benefits.

Strategic outcomes:

1.1 **Strategic alignment** – Council plans and delivers in step with federal, state and regional frameworks, ensuring Clarence's interests are represented and future development is well coordinated.

1.2 **Leadership and good governance** – Values-driven and capable leadership, supported by investment in people, systems and skills, ensures Clarence is regulatory and legislatively responsive, ethical, transparent and accountable organisation that responds to evolving needs of the community.

1.3 **Responsive and high-quality services** – Council delivers reliable, accessible services that meet community needs and continuously improves them through innovation and a strong customer experience focus.

1.4 **Effective policy and planning** – Council develops and delivers policies, strategies and initiatives that are evidence-based, community-informed and aligned with Clarence's long-term vision.

1.5 **Relationships and strategic partnerships** – Working with others to unlock opportunities, foster innovation and deliver shared benefits.

1.6 **Responsible and resilient management** – Long-term financial sustainability, sound risk management, effective and reliable regulatory services and a capable, inclusive and supported workforce

Pillar 2 – Sustainable Growth

Balancing smart development with a thriving, inclusive and resilient future

We are committed to shaping a future that balances people, prosperity and planet. Through sustainable practices and climate action, we protect our natural environment, build resilience, support a strong local economy, invest in infrastructure and guide smart development, so Clarence can thrive for generations to come.

Strategic outcomes:

2.1 **Responsible stewardship –** Environmental sustainability underpins decisions, supported by partnerships and shared action that ensure transparency, accountability and long-term resilience.

2.2 **Healthy ecosystems –** Natural assets, biodiversity and ecosystems are protected, restored and enhanced for future generations.

2.3 **Well-considered land use planning –** Thoughtful strategic planning and comprehensive development assessments, guide growth and change, ensuring Clarence's built and spatial form is well planned, climate-resilient and enhances liveability.

2.4 **Sustainable asset management and investment –** Proactive maintenance, renewal and optimisation of existing assets, alongside investment in new infrastructure and services to support liveability, community health, wellbeing and sustainable growth.

2.5 **Prosperous economy –** A thriving local economy that develops responsibly and is supported through diverse businesses, innovation and inclusive economic participation.

2.6 **Accessible and future-ready city –** Safe, inclusive and sustainable multi-modal transport systems, innovative technology and digital infrastructure that connect people to services, opportunities and each other, enhancing access, movement and liveability.

Pillar 3 – Culture and Place

Honouring our diverse stories, people and our natural and built environment

Our city's character is shaped by its people, stories and landscapes. We celebrate cultural diversity, support creativity, honour First Nations heritage and create distinctive places that strengthen our sense of identity.

Strategic outcomes:

3.1 **Celebrate identity –** Clarence's cultural heritage, natural values, creativity and local stories are visible in everyday life and recognised beyond our city.

3.2 **First Nations culture and heritage –** First Nations culture, heritage and connection to Country are respected, celebrated and embedded through genuine partnerships, co-design and connection.

3.3 **Thriving creative community –** A vibrant arts sector supported by diverse opportunities, high-quality experiences and events that foster cultural expression, creativity and innovation.

3.4 **Safe, vibrant and distinctive places –** Clarence celebrates its unique character with well-designed places that are safe, welcoming, inclusive, reflecting our environment, culture, heritage and creativity, enhancing liveability and fostering community pride and connection.

Pillar 4 – Wellbeing and Belonging

Building a healthy, inclusive, resilient community where people feel connected and supported

Clarence is a place where everyone can live well, feel safe and be connected. By fostering inclusive, healthy lifestyles and resilient neighborhoods, we build a community that supports people of all ages and backgrounds.

Strategic outcomes:

4.1 **Healthy lives for all –** improved health and wellbeing outcomes across all ages, supported by safe environments and opportunities for active and healthy living.

4.2 **Inclusive and connected communities –** welcoming public spaces and services that foster connection, participation and belonging.

4.3 **Resilient together –** strong partnerships that build community resilience, support emergency preparedness and response and foster thriving communities.

4.4 **Engaged, aware and empowered communities –** Council fosters learning, awareness and participation, empowering people, businesses and community groups through inclusive education and engagement**.**

City of Clarence